Victoria General Hospital

VG

Annual Report

1991

Statement of Mission

Our mission is to sustain a caring and compassionate hospital community, united in its dedication to excellence in patient care, education and research

VG

Cover Photo:
Kim MacMullin, Hematology, processes a blood sample through an automated cell counter.

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Executive Message

Wayne Paterson
Chairman, Board of Commissioners

We are privileged once again to present an account of the Victoria General Hospital's activities during the past year.

In our last report, we described the initial steps that were being taken towards self-governance. Activities designed to achieve this change continue and are due to be completed in early 1992.

Also in our previous report, we described a reorganization of the senior management structure in the Hospital. In the past year, the three vacant vice-president positions have been filled. We are delighted to welcome Marguerite Rowe, Douglas Appt and John Theriault.

Mrs. Rowe, who assumes responsibility for a wide range of professional patient care activities under the title of vice-president, Patient Care Services, joins us from Alberta. Already, her enthusiasm and innovative approaches to problems have made their mark. Mr. Appt came from New Brunswick where he had many years of experience as a senior hospital manager. As

vice-president, Hospital Resources, he oversees the activities of the human resources, finance and education divisions. His calm and confident approach to the issues facing these important areas promises well for the future. Mr. Theriault was appointed from within the existing hospital staff to fill the portfolio of vice-president, Hospital Operations. This area, that incorporates Plant Engineering, Materiel Support, Operational Support and Information Services, will undoubtedly benefit from his previous experience within the hospital and from his wisdom and commitment.

Dr. Bernard Badley
President and Chief Executive Officer

Our recently established Division of Planning and Evaluation has provided support and expertise to activities of the Strategic Planning Committee, composed predominantly of members of the hospital's Board and staff and to the Planning Advisory Council that provides input into the planning process from some of the many organizations and agencies with which we interact throughout the Maritime provinces. The Committee is making progress toward the identification of the Principal Clinical Thrusts that will define our areas of special focus over the next several years.

In previous reports, we have indicated the difficulties we face at a time in which demands on our services are increasing at a greater rate than the increase in available resources. Despite these difficulties, we are pleased to report the hospital operated within its allocated budget for the fiscal year 1990 - 91 and, indeed, realized a small surplus. This represents a remarkable achievement for which the credit belongs to the management and staff of the hospital.

As an initial step in the upgrading of physical facilities, the renovation of the fifth floor of the Centennial wing is

Wayne Paterson, chairman of the VG Board of Commissioners and Isabelle Zwerling (far right), chair of the VG Child Care Centre's interim board look on as Matthew Sampson and Dr. Badley cut the ribbon to officially open the VG Child Care Centre on October 10, 1990.

proceeding and should be completed early in the next fiscal year. Planning has already begun for renovation of the sixth floor.

Whilst we are proud of our achievement in balancing the operating budget, the reality of an economic downturn — both world-wide and locally — has forced us to examine "the way we do business," since it seems clear that there is a need for radical change in our methods of operation if we are to continue to provide the range and quality of services to the Atlantic region that is expected from us. We have, therefore, looked at effective organizations both within health care and in the general manufacturing and service sectors in order to learn from their successes.

The results of this inquiry has led us to adopt a version of the total quality management concept from industry and to adapt it to our own unique needs by means of a process that we call "Continuous Quality Improvement." This concept represents a fundamentally different way of managing an organization. It starts by defining quality as meeting the requirements of the user (or "customer"). This definition is applied, of course, to the ultimate customer — the patient — but also applies within the hospital itself since members of all departments provide services to each other. By adopting this concept, departments view each other as valued customers and seek to provide what other departments need to perform their functions most effectively.

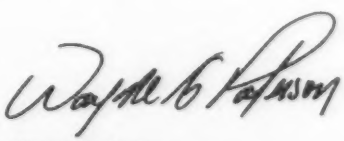
Over the next year, we will be introducing this concept to all of our employees and beginning to train selected members of staff in the techniques of interactive skills, process analysis and problem solving.

Embarking on a total quality management process is not a trivial task — it requires a major commitment of energy, resources and time and the results of this commitment may not be apparent for a considerable period of time. Nevertheless, we believe that we have taken the right step in embarking on this journey towards quality.

In addition to recognizing the invaluable efforts of the entire hospital staff, there are many others whose efforts are essential to the effective operation of the hospital. The Victoria General Hospital Foundation successfully completed its campaign to raise funds for the purchase of the magnetic resonance imaging equipment and has now embarked on an even more ambitious program to solicit funds that will better enable the hospital to fulfil its mission. Equally important are the efforts of the several hundred volunteers who donated many thousands of hours of unpaid service that provides some of those "extra touches" that make our patients' stay in the hospital somewhat less stressful. To all these volunteers, we offer our sincere thanks.

We are delighted to report the VG Child Care Centre opened in October 1990. Administered by its own Board of Directors, the centre cares for children of hospital staff. It accommodates 42 children — including infants — and serves about 60 VG families through full and part-time child care. The centre is open 13 hours a day to meet the needs of hospital shift workers. Our move to workplace day care was made possible through the support of the Board of Commissioners and the generous financial contributions made by the Victoria General Hospital Auxiliary.

We look back over the past year with pride in our accomplishments. With the reorganization of our senior management team completed and a renewed emphasis on achieving quality in all of our activities, we look forward to the future with even greater confidence.



Wayne Paterson
Chairman, Board of Commissioners

Dr. Bernard Badley
President and Chief Executive Officer

Medical Services

Clinical Departments

Anesthesia
Diagnostic Radiology
Emergency Medicine
Gynecology
Medicine
Microbiology
Neurosurgery
Oral and Maxillofacial Surgery
Pathology
Psychiatry
Radiation Oncology
Surgery
Urology

Support Departments

Admission and Discharge
Infection Control
Medical Records
Multi-Organ Transplantation
Operating Rooms

Susan Rahey, supervisor of the Neuroelectrodiagnostic Unit, and Dr. Mark Sadler, director of the EEG section, NED Unit, review a printout taken from an epilepsy patient using the Video EEG Telemetry Monitoring System.

The past year has been a tremendous challenge to all in Medical Services. This portfolio was successful in contributing to the completion of the hospital's initial step to self-governance through a change in organizational structuring and has continued to provide quality service while demonstrating fiscal accountability.

The direction was set in a new effective planning process requiring managers to develop business plans consistent with the goals and objectives set out by the hospital's management committee. In spite of an atmosphere of fiscal restraint, planning for a new program in bone marrow transplantation began development and the Workers Compensation Unit was opened. A total of 995 cardiac surgery cases were performed, after the original proposal to perform 930 cases was revised to minimize waiting lists.

The new direction for 1990-91 included a strong emphasis on enhanced utilization of resources. All Medical Services areas were required to show a five per cent improvement in the utilization rate of diagnostic services. Many areas were able to realize this goal and the efforts of the laboratories and the Diagnostic Radiology department were particularly successful.

The VG's plans for research were revitalized with the development of the proposal for the Centre for Clinical Research. This year saw the successful completion of several important research projects and a new approach to the recovery of the direct cost of research. Our strong continuing educa-

Catherine Njoku, head clerk in the Film Library, pulls patients' x-ray films from the stacks.

Kathleen Parfitt, triage communications attendant in Emergency, begins an initial assessment of a new patient prior to further treatment.

tion programs continued, particularly the trainee programs for physicians in Anesthesia and Radiology.

The medical staff organization underwent some reorganization under the careful leadership of Dr. Tom Marrie. Dr. Paul LeBrun chaired a task force recommending a new organization, a structure scheduled to be implemented in July, 1991. The administrative side is experimenting with the concept of work teams to enhance communication between Medicine, Surgery, Diagnostic Services, Ambulatory Care and Emergency and Patient Flow Management.

The role of physicians in management was encouraged and produced considerable savings from product standardization, especially in orthopedics and cardiac surgery. Management also improved absenteeism and safety in the work place.

There was also a new emphasis on evaluation. In addition to the traditional reviews of clinical departments like Urology, Gynecology and Pathology, in-depth evaluations of Ambulatory Care, Hyperbaric Medicine, the Endoscopy unit and Patient Flow Management were completed. A major

review of laboratory operations commenced and will be completed in the fall of 1992. Evaluations were also performed on many quality assurance programs and the Department of Surgery's program was significantly enhanced. The clinical appraisal system was completely revised.

There were some significant issues identified throughout the year. Air quality in the MacKenzie Building was studied by Dr. Rosemary Merchant and many of her recommendations were immediately implemented. An anesthetic incident and a neurosurgical incident were reviewed by the hospital and these pointed to the need for further programs and equipment enhancements which will be completed in the upcoming year. Dr. Arthur Scott, an external consultant commissioned by the Department of Health to review the VG's medical QA program, commended the hospital for these changes.

Dr. Reg Gooday, oral and maxillofacial surgeon, uses an orthopantomograph to take an x-ray of a patient's jaw.

Patient Care Services

Nursing Administration
Nursing Practice Development
Medical Nursing
Surgical Nursing
Critical Care Nursing
Specialty Services Nursing

Dietetics
Occupational Therapy
Pastoral Care
Patient Representative
Pharmacy
Physiotherapy
Psychology
Social Work
Volunteer Services

Sue David, Occupational Therapy, makes adjustments to a patient's splint.

The fall of 1990 saw the coming together of two major hospital divisions, Nursing and Special Services, combining the strengths of 1,800 staff members. These health care professionals have formed a solid team, focused on serving the needs of patients and their families. Their delivery of health care encompasses all aspects of the patient's care: immediate acute in-hospital care, health promotion and teaching, support for families and outpatient services.

While being the busiest cardiac program in Canada, the VG cardiovascular nurses lent a hand to the staff of the new cardiovascular unit at the Saint John Regional Hospital. Nurses from Saint John Regional came to the VG to learn our procedures and nurses from the VG travelled to Saint John to help in the supervision of the first open-heart patient there.

Reaching out to the community is not an uncommon action for Patient Care Services staff. The nurses in Neuro-surgical Intensive Care responded to the unusually high number of diving accidents leading to spinal cord injury by initiating Spinal Cord Awareness week. The nurses promoted care and prevention of this tragic injury by visiting schools and community centres.

Darlene O'Hearn (right) assists Margaret Crowell as they make a patient's bed on 2A ICU.

Bringing the community into the hospital is a major role of the Volunteer Services department. The department was kept busy with 60,000 hours logged by the dedicated volunteer workforce. VG staff have also become volunteers through the newly launched Mission Alive program.

With special interest in aiding the

Burn Unit Head Nurse Nora-Gene Goodwin keeps careful watch over her patient during a treatment.

elderly, the Social Work department hosted the first national conference on elder abuse. The department was the recipient of a $25,000 federal grant for the development of a social work internship program on elder abuse.

An innovative program within Pastoral Care received funding by the Roman Catholic Archdiocese of Halifax. Reverend Louis Cassie works as an ecumenical pastoral chaplain and is part of the health care team caring for patients in the Hematology Oncology Program.

The patient representative translated patient advocacy into action by initiating a total Complaint Management Program. Based on the theme that "each complaint/concern offers the opportunity to do things better," this program has sponsored many quality improvement initiatives for patient care.

Organizational and technological changes impacted several departments within Patient Care Services. An external operational review of the services provided by the Pharmacy Department resulted in a reorganization of the department's administrative structure. A satellite pharmacy opened on the eighth floor of the Centennial building, providing services to the nursing units as well as initiating an intravenous admixture service for the hematology/oncology program. A second satellite pharmacy was opened in the Nova Scotia Rehabilitation Center, operated by the VG Pharmacy Department.

The Department of Dietetics implemented a Workplace Literacy program with staffing provided by the Department of Advanced Education and Job Training. A memo-writing course was provided to 18 supervisors and seven participants took advantage

of Workplace Upgrading.

A group of interested hospital employees formed a Task Force on the Environment with activities including hospital and community education in the "Do It R Way," and implementation of environmental programs for recycling cardboard, aluminum, computer paper and low density plastic. The Task Force was recognized for its promotional video in the receipt of an Environmental Control Council Award.

While striving to provide the best possible care for their patients, the Patient Care Services staff were able to demonstrate financial accountability by meeting their budget goals. The Occupational Therapy and Physiotherapy departments experienced record patient treatment needs but still were able to live within the budget allowed. The Nursing Division focused on the reduction of absenteeism and the implementation of strategies to prevent staff back injuries.

Overall, it has been a year of change and new beginnings as a solid foundation was set to work cooperatively as a total team in the coming year.

Eleanor Givner, patient representative, meets with patients to listen to and discuss with them any concerns they may have about their hospital stay.

Hospital Resources

Finance

Revenue

Budgeting

Accounting

Education

Allied Health Programs

School of Nursing and Post RN Short Courses

Human Resource Development

Affiliate Programs

Registrar

Student Counselling

Library

Personnel

Payroll

Occupational Health

Labour Relations

Compensation

Staff Activities

Research

Nursing students diligently take notes as instructor Marilyn Abramson explains nursing theory to her class. The VG School of Nursing graduates almost 100 nurses each year.

The Personnel Department marked the year with a number of initiatives aimed at making the VG a better place in which to work. Position reviews, quality assurance, confidentiality and policies for infectious disease and back-screening have been well received. The casual payroll can now be generated electronically and a coordinator was hired to work with employees on Workers Compensation and long-term disability claims. The hospital orientation program material was upgraded as was the method of orientation follow-ups.

The Finance Division is preparing for our transition to self-governance with the installation of a new financial management system. The system has brought the Hospital's banking affairs home and has opened up new opportunities for quality improvements in the VG's buying and management activities. The division also celebrated a new era in the financial affairs of the hospital by guiding management towards the achievement of a balanced budget.

The Victoria General Recreation Association (VGRA) won the Bluenose Achievement Award from the Recreation Association of Nova Scotia, marking the VGRA's 10 years as a leader in corporate recreation.

Education is a big part of VG life and that's reflected in the ongoing on-the-job-training we offer our staff. Programs range from computer training to using medical terminology. In a further effort to keep staff fully trained, the VG's Health Sciences Library has linked its service to the Health Care Advisory Board Library. Staff can now access documents and customized research at the Washington, D.C. based organization.

The VG's eight educational programs graduated 192 students this year. All of the graduates from the Schools of Cytotechnology, Nuclear Medicine, Respiratory Therapy and Diagnostic Medical Ultrasound passed the Canadian Registry examinations. The School of Nursing's class of 1990

More than 600 alumni of the VG School of Nursing shared stories and exchanged 100 years of memories during a four-day celebration to mark the 100th anniversary of the School of Nursing. Graduates came from as far away as Australia and as far back as the class of 1925.

reported the best result in the National Registry in the past eight years with a pass rate of 98.7 per cent.

The VG is collaborating with Camp Hill Medical Centre and Dalhousie University on a baccalaureate nursing education project.

The School of Nursing celebrated its 100th anniversary in June, 1990. More than 600 alumni registered for the four-day celebration at the World Trade and Convention Centre.

The VG's newly-developed Perioperative Nursing Program is receiving positive reviews by operating room nurses throughout the province after a ground-breaking consultation with operating room staff across the province.

VG staff work hard at keeping healthy through on-site fitness classes.

Hospital Operations

Plant Engineering
Biomedical Engineering
Audio Visual

Materiel Support

Communications
Central Escort
Printing
Security

Housekeeping
Laundry
Sterile Supply

Information Services

Industrial Engineering

Safety Program Coordination

Ardythe Wildsmith (left), director of Housekeeping, Laundry and Sterile Supply, keeps track of the figures as 7 North ward aide Mathilda Deveaux (middle) and Steve Thompson (right), Laundry, check on the unit's fresh linen supplies.

Construction projects, large and small, comprise a large part of Operations' contributions to the Victoria General Hospital. Operations has developed a five-year, $28 million plan to maintain and upgrade the Victoria General complex.

With an eye to the future needs of the hospital and our patients, a consulting firm is devising tentative plans for a new critical care facility to house intensive care units, operating rooms, Sterile Supply and Materiel Support Services at an estimated cost of $60 million.

The major construction project undertaken during the year was the redevelopment of the fifth floor of the Centennial Building. The floor was completely renovated and included modifications to allow for better work flow. As well, significant upgrades were made to the fire alarm system, electrical system, medical gas system and a decentralized air-conditioning system was added to each wing.

Preparation for transition to self-governance provided a major focus for activities within Operations. Action plans were developed in both purchasing and maintenance to enhance services after the transition is completed. Negotiations to transfer Department of Government Services electricians to the Victoria General staff are underway and approval for a purchasing manager has been obtained.

In February, the Victoria General began operating one of Canada's largest publicly owned biomedical waste incinerators. The $4 million incinerator replaces aging facilities and will serve metro area hospitals.

The elevators in the 43-year-old Victoria Building were upgraded to provide faster service.

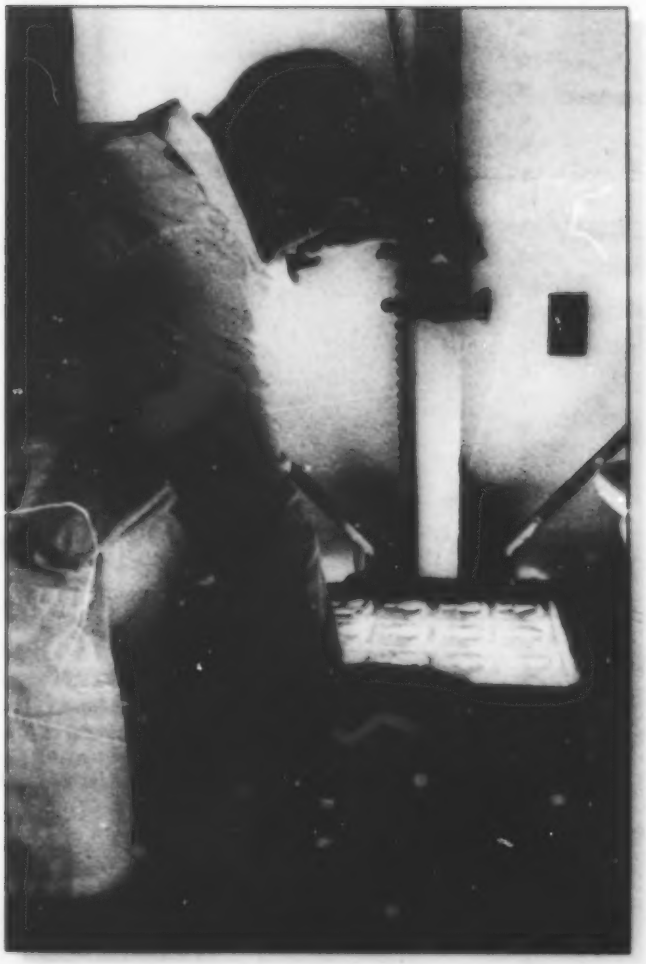
Medical gas systems, including an automatic alarm system, were replaced and improved across the complex. Chillers, which provide air-cooling for the Centennial Building, especially the operating rooms, were replaced.

The installation of new communications equipment and services will

Veronica Cole and Charlotte Jewers (on step) of Housekeeping.

enhance staff's ability to access electronic information.

The first annual Operations Awareness Day was held in February. The exhibition, highlighting many of the achievements of the past and plans for the future, was attended by more than 600 Victoria General Hospital staff members.



Roy Dempsey, Audio Visual photographer, examines a film on an x-ray illuminator.

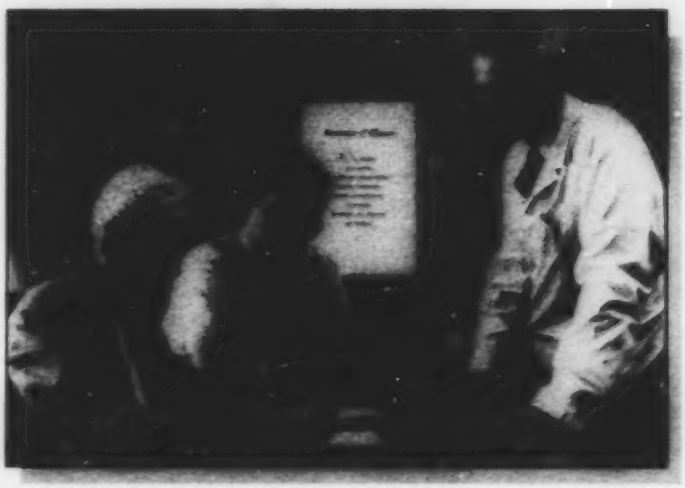
Executive Services

Continuous Quality Improvement

Internal Audit

Planning and Evaluation
Program Development
Quality Assurance/
Risk Management

Public Relations



Peggy Davison (left), vice-chair of the VG's Board of Commissioners and chair of the hospital Planning Committee, collaborates with Planning and Evaluation director Wayne Marsh (middle) and Dr. Kevin Forward (right) on a plan to develop principal clinical thrusts for the VG.

The VG has adopted Continuous Quality Improvement (CQI), a new corporate philosophy, as a major focus for the next five years. CQI stresses how the Hospital can meet or exceed the expectations of all those we serve both externally (our patients and their families) and internally (the staff with whom we interact on a regular basis). To be successful, all staff are involved in the process. They are being trained in the appropriate attitudes and skills and will be given the authority to put the principles of CQI to work.

The VG's internal auditor has embarked on a new two-year internal audit plan after upgrading his skills during secondment with the provincial Auditor General's office.

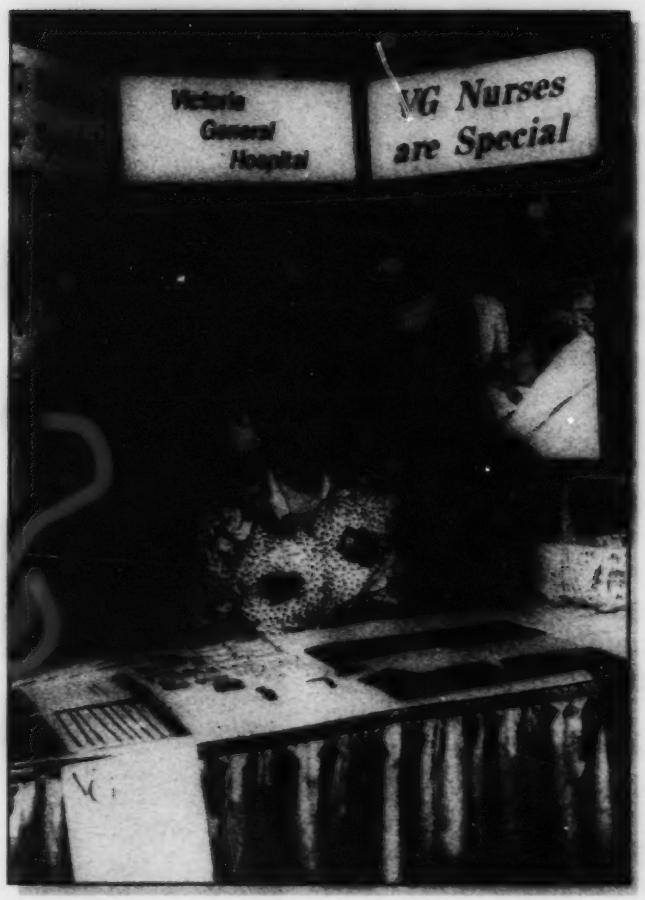
The VG's community profile continues to grow through the work of the Public Relations Department. The hospital's

Rita Mulroney-Leitch, corporate coordinator for Continuous Quality Improvement, gets hospital-wide CQI training off the ground.

exhibits for Canada Health Day won the Nova Scotia Association of Health Organization's award for best promotion of the national event.

The Division of Planning and Evaluation was established to both plan strategies more effectively and to measure the effects that the changes will have on our facility. The division provides support to the Board of Commissioners Strategic Planning Committee in setting priorities for the clinical services we offer, defining the scope and potential impacts of proposed new programs and designing methods to assess how well they operate. The division is also responsible for enhancing and monitoring our quality assurance activities and reviewing the hospital's claims management and risk assessment activities.

This year's activities included assistance in the redesign of the clinical appraisal process including the first use of CQI tools in clinical reviews, a retreat to begin the process of establishing principle clinical thrusts, a new process for ranking program proposals and the first-ever "Presentation Day" to raise awareness of new services and procedures proposed for implementation at the VG.



Karen MacRury, assistant director, Medical Nursing, gets a little help from the VG Bear as she staffs a booth representing VG Nursing at the Canada Health Day display in West End Mall.

Graphs and Charts

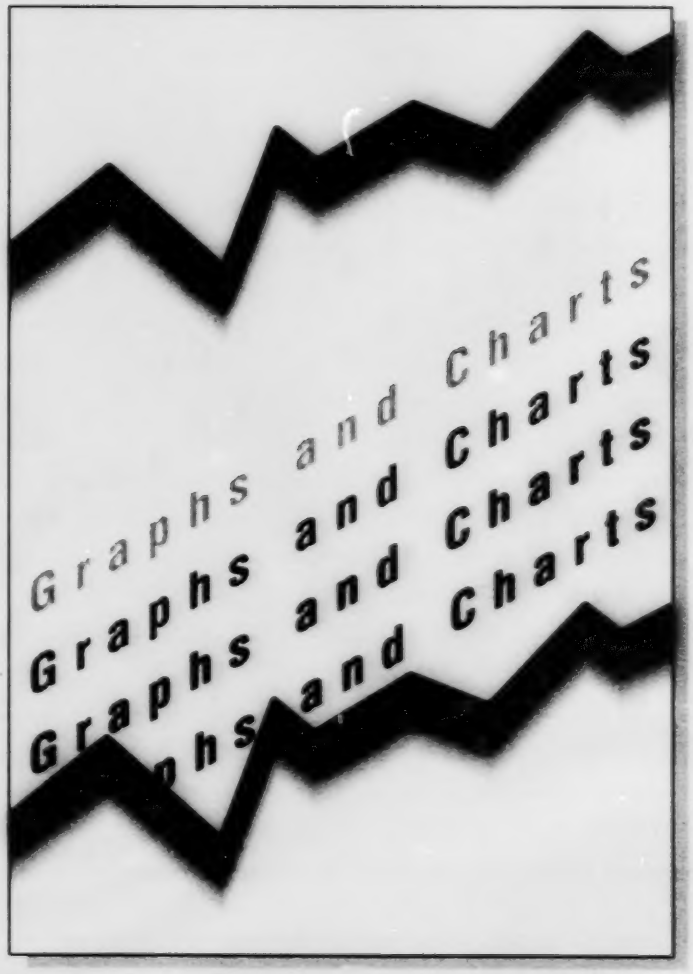
Hospital Profile

VG People at a Glance

Financial Snapshot

Management Team

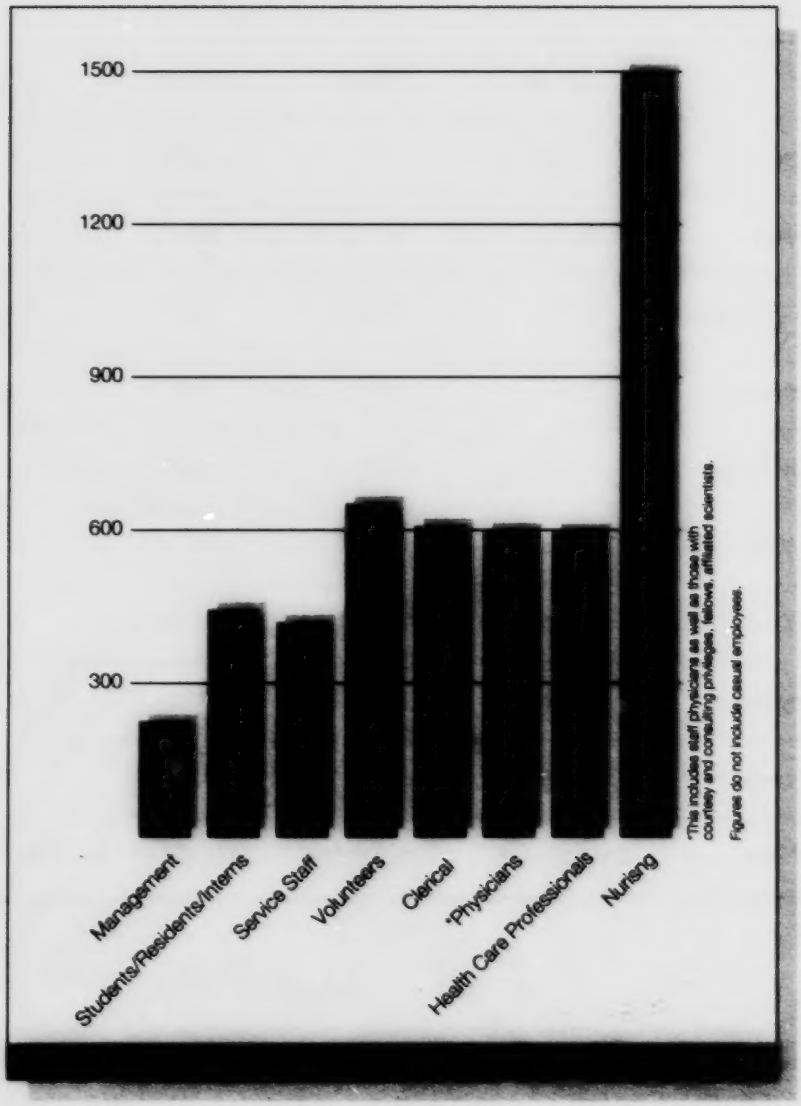
Clinical Department Heads



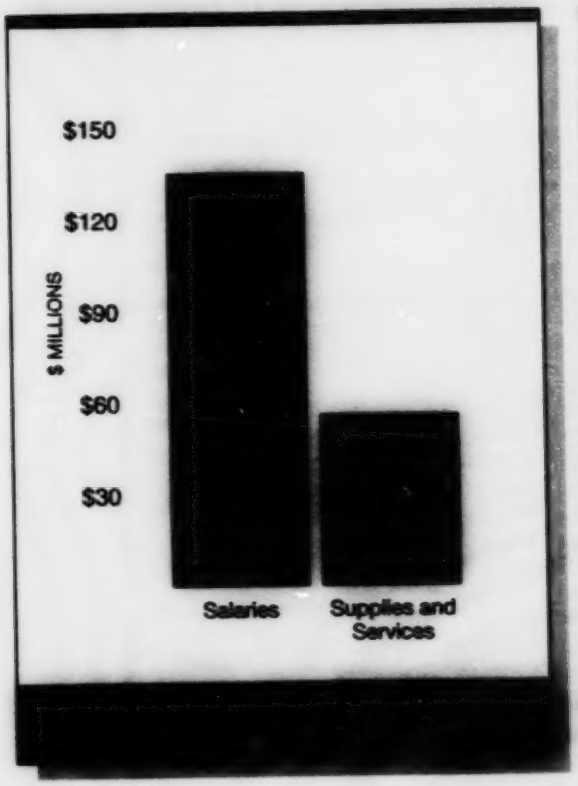
HOSPITAL PROFILE

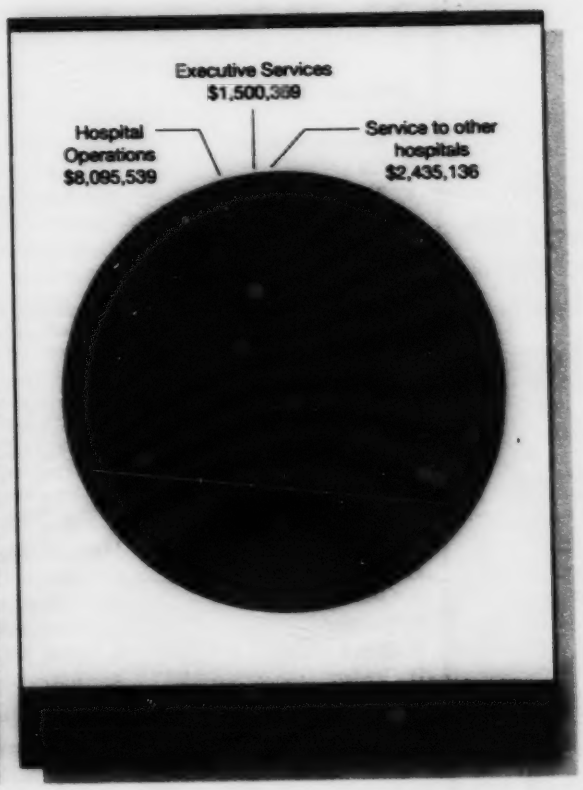
	1987/88	1988/89	1989/90	1990/91
Number of Beds	806	806	805	810
Occupancy Rate	85.5%	85.2%	86.5%	86.3%
Number of Admissions	22,281	23,134	23,240	23,277
Average Daily Census	675	674	657	615
Average Stay (Days)	10.9	10.6	10.2	9.7
Emergency Visits	41,869	43,753	45,720	46,567
Ambulatory Clinic Visits	71,978	71,407	78,084	80,802
Surgical Procedures	24,623	24,665	24,551	24,127
Full-time Employees	3,119	3,136	3,169	3,291
Operating Budget	$145,123,468	$155,836,644	$177,464,431	$189,800,641

VG PEOPLE AT A GLANCE



FINANCIAL SNAPSHOT





MANAGEMENT TEAM

Dr. B.W.D. Badley	**President and Chief Executive Officer**

Executive Services

R. Mulroney-Leitch	Corporate Coordinator, Continuous Quality Improvement
R. Ells	Manager, Internal Audit
W. Marsh	Director, Planning and Evaluation
A. MacIntosh	Director, Quality Assurance/Risk Management
C. Hansen	Director, Public Relations

Medical Services

Dr. D. McCutcheon	Vice-President, Medical Services
P. Ponsford	Divisional Chief Technologist, Anatomical Pathology
G. Digout	Divisional Chief Technologist, Microbiology
T. Godin	Head Technologist, Blood Bank, Hematology
M. Corneau	Divisional Chief Technologist, Clinical Chemistry
L. Bowman	Manager, Diagnostic Radiology
B. Francis	Coordinator, Operating Rooms
P. Gillis	Administrative Coordinator, Surgical
F. Boutilier	Administrative Coordinator, Medical
R. Billard	Manager, Medical Records
D. Golden	Administrative Coordinator, Emergency
N. Josey	Acting Manager, Admitting and Discharge

Hospital Resources

D. Appt	Vice-President, Hospital Resources
R. Buckley	Director, Personnel
J. Magee	Director, Educational Services
R. Underhill	Chief Financial Officer

Patient Care Services

M. Rowe	Vice-President, Patient Care Services
M. Grantham	Director, Nursing
H. Dares	Director, Nursing Administration
E. Carter	Director, Medical Nursing
R. Sutherland	Director, Surgical Nursing
D. Murphy	Acting Director, Critical Care Nursing
D. MacMaster	Director, Nursing Practice Development
S. MacIntosh	Acting Director, Dietetics
R. Merrett	Director, Pharmaceutical Services
I. Zwerling	Director, Physiotherapy
J. Robbins	Director, Occupational Therapy
P. Girard	Director, Social Work
A. Vautour	Director, Volunteer Services
A. Kempton	Coordinator, Pastoral Care
Dr. M. Schwartz	Director, Psychology
E. Givner	Patient Representative

Hospital Operations

J. Theriault	Vice-President, Hospital Operations
R. Gray	Director, Plant Engineering
W. Bolger	Manager, Materiel Support
B. Jessop	Director, Operations Support
A. Wildsmith	Director, Housekeeping, Laundry, Sterile Supply
S. Gray	Director, Information Services
M. Knox	Manager, Industrial Engineering

CLINICAL DEPARTMENT HEADS

Dr. C.E. Hope	Anesthesia
Dr. D.B. Fraser	Diagnostic Radiology
Dr. M. Murphy	Emergency Medicine
Dr. R.C. Fraser	Gynecology
Dr. S.G. Carruthers	Medicine
Dr. K. Forward	Microbiology
Dr. R.O. Holness	Neurosurgery
Dr. D.S. Precious	Oral and Maxillofacial Surgery
Dr. M.A. MacAulay	Pathology
Dr. K.P. Standage (Acting)	Psychiatry
Dr. P. Fitzpatrick	Radiation Oncology
Dr. A.J. Bodurtha	Surgery
Dr. S.A. Awad	Urology
Dr. B.L.Reid (Acting)	Family Medicine
Dr. E.L. Attia	Otolarynology
Dr. E.V. Rafuse	Ophthalmology

BOARD OF COMMISSIONERS

Mr. W.C. Paterson, Chairman

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Mrs. F. MacGillivray

Mrs. G.L. Quigley

Mr. W.E. MacLennan

Mrs. R.D. Campbell

Mr. S.L. Mabey

Dr. T. Marrie

Mr. H.J. Jacques

Mrs. K.G. Norman

Mr. E.B. Sullivan

Dr. B.W.D. Badley, Secretary